

MUA/RASA/EXAM/QP/2014

The
Management
University
of Africa



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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF ARTS DEVELOPMENT STUDIES

HRM 404: STRATEGIC HUMAN RESOURCE MANAGEMENT

DATE: 11TH, AUGUST 2014

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and, answer the questions that follow:

MPENDA KAZI

Mpenda Kazi was appointed to turn around a parastatal that was going under. He observed that the organisations employees were highly individualistic, work was rigid, there was too much concentration of powers in the Chief Executive's office, duplication of tasks across the various functional areas and absenteeism was common. In most cases the employees are embattled in departmental power struggles that has seen the productivity of the organisation nose-dive. Most of the business units have been closed down due to lose of business.

The parastatal has hired a consultant to assist in the re-structuring of the organisation in order to respond to the challenges currently faced. The consultant has recommended a total shift from the personnel management approach to the strategic Human Resource Management approach which will include a Total Quality Management system to be put in place in the organisation.

- (a) Outline some of the challenges Mpenda kazi is facing in this company
(10marks)
- (b) What strategies would you advise Mpenda kazi to use in order to lessen the challenges in this company
(5 marks)
- (c) You are a consultant who has come to assist this to re-engineer, what recommendations would you give the management in terms of a new organisational structure of the company
(5marks)
- (d) Explain five benefits that would accrue to the organisation as a result of adopting Total Quality Management (TQM) systems
(5marks)

QUESTION TWO

- (a) Explain the following terms as used in Strategic human resource management
 - (i) HR Accounting (2½ marks)
 - (ii) Human resource planning (2½marks)
- (b) Describe some of the benefits of integrating HR to the strategic business of the organisations (10 marks)

QUESTION THREE

- (a) Critically analyse 7 reasons why the matching model of HRM has been criticised (7 marks)
- (b) Outline 4 HRM strategies (4 marks)
- (c) Explain the meaning of '*equifinality*' in strategic human resource management (4marks)

QUESTION FOUR

- (a) Discuss briefly the phrase "emergence of strategic human resource management" and how it relates to HRM (5marks)
- (b) How has HRM in organizations used Porters Generic strategies to achieve a competitive advantage (10 marks)

QUESTION FIVE

- (a) Discuss how the following strategies dictate the organisations' policies and processes: reactors, defenders, analyzers and prospectors (10 marks)
- (b) Explain the meaning of *Synergy* in Strategic human resource management (5marks)

QUESTION SIX

- (a) Critically describe the following perspectives of Strategic human resource
 - (i) Internal fit (5 marks)
 - (ii) External fit (5 marks)

- (b) Explain the first order (upstream) integration of HRM into the business strategy
(5 marks)
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